



AFMC OPERATIONAL RISK MANAGEMENT (ORM) PROGRAM

**HQ AFMC Steering Committee
Meeting #1**

5 Nov 98

**Colonel Michael Scott
AFMC/SE
Chairman**



ORM BRIEFING AGENDA

- **Introduction**
- **Steering Committee Responsibilities**
- **Overview of Steering Committee**
- Training**
- **Action Item Review**



ORM Introduction

- **Why ORM? - A Brief History of AF ORM**
- **ORM Six Step Process**
- **Major Tenets of ORM**
- **Benefits and Costs of ORM**
- **ORM - Not a Quality Initiative**
- **The “PLAN” for AFMC ORM**
- **Current Status of AFMC ORM Program**



Brief History of AF ORM

- **CSAF - need breakthrough on mishap rates**
- **AF ORM - derivative of ARMY ORM model developed**
- **AFI 91-213, ORM, directs ORM program for all MAJCOMs**
- **AFSC ORM working group established (AFMC/SE a member)**
- **AFSC establishes ORM training course at Kirtland AFB NM (Oct 97)**



Brief History of AF ORM

- **AFPAM 91-215, ORM application guide**
- **CSAF - implement ORM program by 1 Oct 98 (Note: program in place does not require everyone trained)**



ORM Six Step Process





Major Tenets of ORM

- **Take no unnecessary risk**
- **Make risk decisions at the appropriate level**
- **Take risks when benefits outweigh risks**
 - **ORM processes do not empower individuals to violate directives**
 - **Compliance with existing directives, standards, and laws still required**
- **Most potential achieved when ORM is integrated into work processes, doctrine, and planning at all levels**



Benefits of ORM Processes

- **Protects people and equipment**
- **Reduces resource losses**
- **More effective mission accomplishment**
- **Proactive Vs reactive**
- **Reduces need for “crisis management”**
- **More realistic training**
- **Universal application - useable by any unit, at any level**



ORM - Not A Quality Initiative

- **Not a Quality Initiative. Quality is customer focused. ORM is based on mission/operation accomplishment**
- **ORM is the process of identifying, assessing, and controlling risk to enhance all operations - with the focus on mission. We all do some, but can improve**
- **Risk management involves more than mishap risk. It includes cost, schedule, and other aspects of risk which can affect success of an operation**
- **And - it protects people and resources**
- **ORM is not a Safety program, though developed in safety arena; Because ORM did so well in addressing hazards and risks of any operation, ORM became a 91-series (Safety) requirement**
- **For use by all organizations, at all levels**



AFMC ORM "PLAN"

- **ORM not an AF funded requirement - plan to fund implementation locally**
- **Crawl, Walk, Run approach - Not a one year program, plan for a cultural change**
- **HQ AFMC ORM Steering Committee, currently chaired by AFMC/SE, required by AFI 91-213, AFMC Sup 1**
- **AFMC/CC Policy Letter, 11 Dec 97**
- **Center CC establish and support center ORM steering committee**
- **One program per center - involve all functionals, and hold them responsible for participation in the program**



“PLAN” (Cont’d)

- **Installation/center commander selects chairman for local steering committee.**
- **Annual report required from each center**
- **Safety office acts as “technical advisor” for local committee**
- **AFSC ORM course attendees form local training cadre to train local instructors/facilitators/ advisors in full range of ORM processes (Level 1 training - 4 to 5 days)**
- **Cadre trains supervisors/managers using subset of Level 1 course (Level 2 training - 1 to 2 days, nominally LtCol/GS-14 and lower)**



“PLAN” (Cont’d)

- **Supervisors/managers provide introductory training to assigned personnel (Level 3 training - 1 to 2 hours)**
- **Executive overview training, nominally O-6/ GS-15 and above (Level 4 training - 2 to 4 hours)**
- **Recordkeeping of training required**



Building A Good Foundation

- **Centers should -**
 - **Be selective in training personnel and choosing initial applications (we are all learning)**
 - **Expect need for a lot of hand holding and nurturing**
 - **Not train more supervisors than there are facilitators/advisors to provide assistance**
 - **Not expect quick results - cultural changes take 5 to 8 years**



Current Status of AFMC ORM Program

- **AFMC ORM Working Group VTC 6 Nov 97**
- **AFMC/CC ORM Policy letter 11 Dec 97, funding authorized to train initial center cadres**
- **AFSC ORM course materials at AFSC web site**
- **Center cadre training completed Aug 98**
- **First Level 1 class completed, WR-ALC 19 Dec 97**
- **Level 2 course (Supervisors/Managers) Mar 98**
- **AFI 91-213/AFMC Sup 1 (draft)**
- **WR-ALC ORM plan - straw man for other centers**
- **Centers forming steering committees**
- **First annual summary reports due 30 Oct 98**



HQ AFMC Steering Committee Responsibilities

- **Command Level Support and Guidance**
- **Foster Environments Supportive of ORM processes**
- **Guidance for Command and Field Functionals**



HQ AFMC Steering Committee Responsibilities

- **Command Level Support and Guidance**
 - Periodically review command ORM program
 - Evaluate center progress and support needed to
further ORM program implementation
 - Participate in ORM working groups as necessary
 - Provide status report to HQ AFMC/CC and CV
- **Foster environments supportive of ORM Processes**
 - All personnel need to learn ORM processes
 - “Weave” ORM processes into all activities
 - Look for impediments to ORM implementation



HQ AFMC Steering Committee Responsibilities (Cont'd)

- **Guidance for Command and Field Operations**
 - **Support use of ORM processes in developing guidance**
 - **Require participation in center steering committees**
 - **Require use of ORM processes in daily operations**



Overview of Upcoming AFMC Steering Committee Training Session

- **Basic ORM training for steering committee members before handling ORM issues**
- **Four hour afternoon session providing:**
 - **An introduction to the ORM six step process and sample applications**
 - **Center ORM implementation perspective - Discussions with Center ORM representatives**
 - **WR-ALC**
 - **ASC**
- **Primary and alternate members should attend**



Miscellaneous Issues and Action Item Review

- **Miscellaneous HQ issues**
 - Representation and participation on HQ AFMC ORM Steering Committee
 - Chairman selection
 - Representative to WPAFB Steering Committee
 - Training and schedule issues
 - Completion date for center training
 - HQ 2-ltr training (separate or via WPAFB)
 - Guidance issues
 - Summary report review process
 - Funding issues
 - Next meeting date
- **Action Item Review**



Unnecessary Risk



Post Script

- **We have an opportunity - to tailor an ORM program to AFMC needs**